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ABSTRACT

The purposes of the proposed system are to provide a standard operating procedure for a systematic and effective handling of project-type study items as differentiated from informational-type items; to assign definite singular responsibility for projects; to suggest specific sequential steps to be taken in the preparation of the project report; and to ensure that all divisions of the school system and all appropriate knowledgeable people are involved in the planning stages of the project. Four phases constitute the proposed procedure: need, design, implementation, and evaluation. (Author/WM)

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A Proposed System of "Project Management" for Study Items

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RESEARCH & DEVELOPMENT

WORCESTER PUBLIC SCHOOLS

APRIL 24, 1973

EA 005 520

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A Proposed System of "Project Management" for Study Items

The System of "Project Management" for study items, described in this proposal, is submitted in response to the School Committee agenda item stated below:

> To establish a system of "Project Management" for Study Items, whereby all orders or petitions referred to Administration for study and recommendation will be assigned a specific "project manager" who will be functionally responsible, under the direction of the Superintendent, for coordinating the study and making recommendations. This person will be named by the Superintendent at the time the item is referred.

The purposes of the proposed system are:

1. to provide a standard operating procedure for a systematic and effective handling of project-type study items, as differentiated from informational-type items, including

    a. what needs to be done
    b. who should do it
    c. a realistic timetable
    d. commitments from individuals
    e. resources required
    f. results and benefits

2. to assign definite singular responsibility for projects

3. to suggest specific sequential steps to be taken in the preparation of the project report

4. to insure that all divisions of the school system and all appropriate knowledgeable people are involved in the planning stages of the project

The following phases constitute the proposed procedure:

I. Need Phase:

1. a need has been recognized, with a special project considered desirable

2. an item has been placed on School Committee Agenda

3. the item has been explained at School Committee Meeting by the sponsor

4. the item has been referred to Administration for study and recommendation

II. Design Phase:

1. Project Manager designation by Superintendent. The Project Manager is the person who is given the responsibility for the overall planning, coordination, and follow-up for the specific project.

    a. responsibilities of Project Manager:

        (1) explore feasibility and benefits of the project-see "b" below

        (2) direct the overall work of the project development team

            (a) research
            (b) planning
            (c) development
            (d) reporting

        (3) resolve difficulties - communicative and technical

        (4) prepare the project for implementation

        (5) assist in effecting the recommendations of evaluation

    b. the Project Manager has the responsibility to

        (1) report to the Superintendent substantiated concerns relative to the feasibility of the proposed study

2. preparation of program specifications

    a. Project Manager meets with School Committeeman or other sponsor who established the need

        (1) the need is defined in detail
        (2) objectives are listed
        (3) essential specifications are outlined
        (4) resources of the school system to be utilized are decided
        (5) key committee members, consultants, and technical managers from appropriate divisions and/or specialized areas are identified
        (6) a time line is tentatively established

3. program planning and review by Superintendent's Cabinet

    a. review of project is made by all divisions of school system through the Cabinet

    b. supportive requirements are reviewed

    c. suggestions are made for the project development team, its advisors, and consultants

    d. questions of finance, personnel, operational support, equipment, facilities, implementation, and jurisdiction are resolved

4. preparation of report

    a. the team develops the project

        (1) interim meetings are held with the School Committeeman or other sponsor

        (2) collaboration is accomplished with operational unit for implementation

    b. determination is made of costs and benefits

        (1) a budget summary is prepared

    c. plans for evaluation and follow-up are made

5. review of draft of report

    a. by Superintendent

    b. by School Committee Member or other sponsor

6. report submittal to School Committee

III. Implementation Phase

1. School Committee acts on the project proposal

    a. project is established

    b. project is returned for review

    c. project is rejected

2. Administration receives project for implementation

IV. Evaluation Phase

1. project is evaluated, following a period of operation, by an evaluation team designated by the Superintendent

2. changes are recommended to:

    a. implementation unit

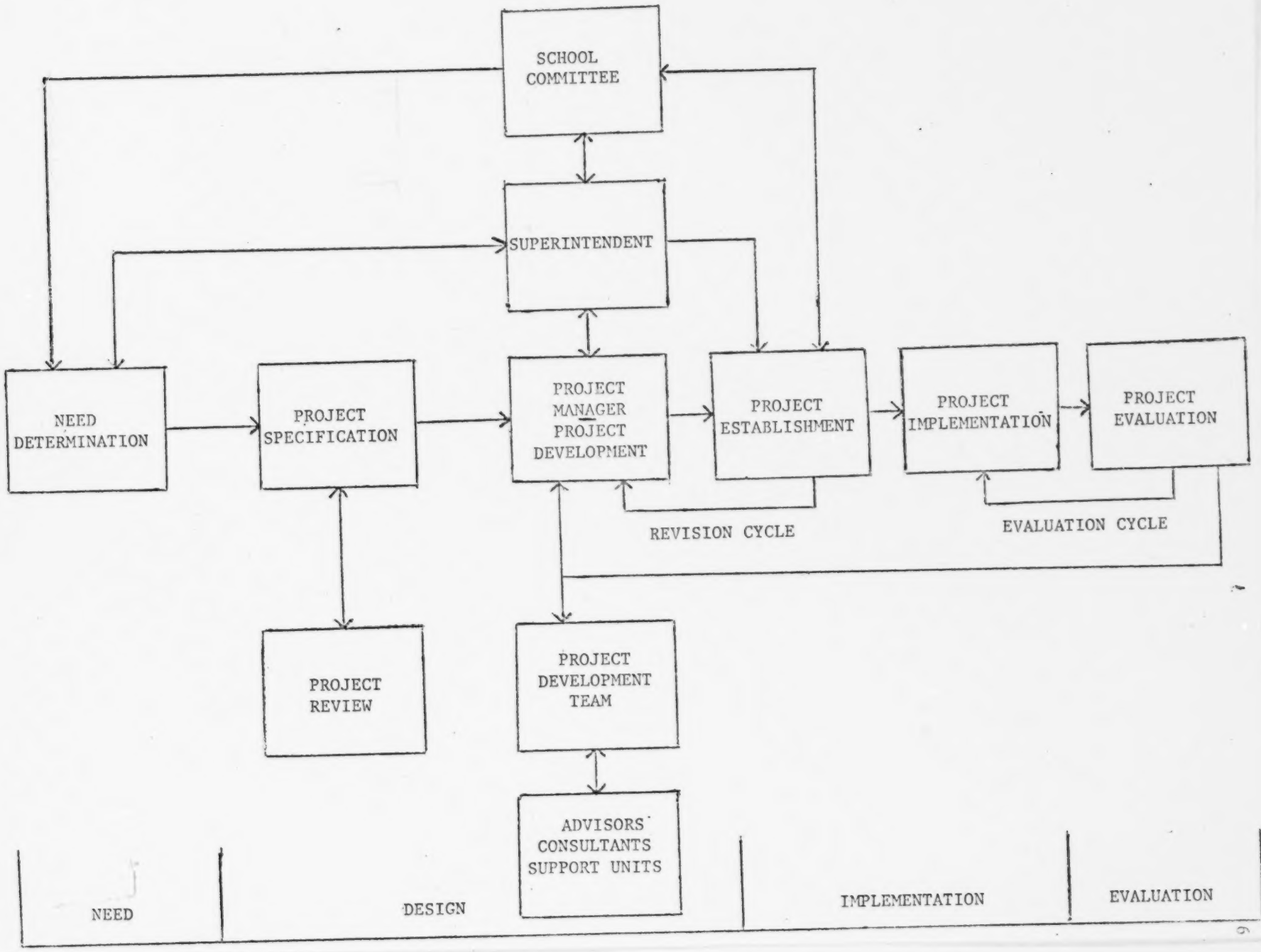
    b. project development team

3. the process is repeated until desired improvement is attained

The above procedures are represented in the chart on page 6.

A suggested "Project Management Report" form is outlined on page 7.

SYSTEM FOR PROJECT MANAGEMENT



PROJECT MANAGEMENT

PROGRESS REPORT

DATE	ITEM
_____	Project item filed for Calendar #_____
	by School Committeeman_____
	Statement of item:
_____	Action of School Committee:_____
_____	Project Manager named:_____
_____	Conferences of School Committeeman and Project Manager
	Goal of School System which project supports:
	_____
	Objectives of project:
	_____
	_____
	_____
	Other specifications:
	_____
	_____
	_____

DATE ITEM

_____ Suggestions for project team, advisors, consultants:

_____

_____

_____

Time projections:

_____

_____ Review by Superintendent's Cabinet:

(a) Supportive elements:

_____ budget _____ plant

_____ personnel _____ other

_____ equipment

_____ materials

(b) Suggestions:

_____

_____

_____

_____ Formation of Project Development Team:

Members:_____ Consultants:_____

_____ _____

_____ _____

_____ _____

DATE	ITEM
____	Dates of Meetings:
____	Draft of Report
____	Review by Superintendent
____	Review by School Committeeman or other sponsor
____	Submitted to School Committee
____	Action of School Committee:_____

It should be noted that this system would have general use, as appropriate, for implementation or revision of similar projects within the school system.

Research & Development

April 24, 1973